



Appendix A.

Report to the Adults and Safeguarding Committee

1. Progress Report: YCB Transformation Programme

The purpose of this report is to provide an update on the progress made in implementing the new service models and financial savings that were agreed by the Adults and Safeguarding Committee in June 2016.

2. Background & Context

Your Choice Barnet (YCB) currently provides support for around 260 adults within Barnet who have disabilities. The services are experienced in supporting people who have learning disabilities, mental health conditions, autism, physical disabilities, sensory impairment, complex behaviours, profound and multiple learning disabilities, complex health needs, and acquired disabilities.

At local and national levels, there are new and emerging priorities for care and support services which require YCB to review its operating model and put in place new services to ensure that the business remains viable and responsive to the changing needs of clients. These priorities include:

- The Transforming Care Programme and the increasing number of individuals with complex and multiple learning disabilities that will need to be supported in their own homes.
- Meeting the changing needs of young service users. This includes expectations for training and employment opportunities alongside increased opportunities to live with, or close to friendship groups.
- Improvement in life expectancy for people with learning disabilities and the need to establish inclusive services for older people with a learning disability.
- Pressure on housing provision and a limited supply of land for new care and support developments.
- Recruiting, retaining and developing the health and social care workforce

At its November 2015 meeting the Adults and Safeguarding Committee agreed that the Council should enter a formal dialogue with The Barnet Group and YCB to challenge them to bring forward fit for purpose and value for money service proposals which achieve the reshaping of services as set out in the Adults and Safeguarding Committee Commissioning Plan.

2.1 Challenge Sessions

The challenge sessions provided an opportunity for Adult Social Care (ASC) commissioners and delivery officers to enter a dialogue with the Barnet Group on how the Barnet Group could help the council manage new demand for ASC Services and create personalised step-down services for YCB service users.

The sessions were also used to test out the feasibility of proposed financial savings and provide assurance that the Barnet Group had the required capacity, within its business, to deliver the proposed changes.

Prior to the challenge sessions YCB had engaged with delivery staff at all levels in the service to identify improvements and innovations in the way the business was developed. The Barnet Homes development, temporary accommodation and tenancies teams were also involved in designing improvements and additions to the housing offer.

A template for the transformation of Your Choice Barnet services emerged from the challenge sessions. From this three work-streams were created:

- I. **Remodelling of the YCB service offer** to put in place new services that secure increased service user participation in the local community, and employment rates, and further development of YCB's growing specialisms in working with individuals with complex health and social care needs
- II. **Integration of the housing and support offer** to include new ways of working with Barnet Homes to maximise the use of Barnet Homes' units and private rented schemes to meet the needs of ASC clients.
- III. **Financial savings for the council** through the development of a 'review and step down'; model for supported living and day centre clients, and supporting the Council to step down complex individuals from residential care into supported living.

At the June 2016 meeting the Adults and Safeguarding Committee agreed proposals to: enter into a contract with Your Choice (Barnet) Ltd (YCB) for five years, from the 1st February 2017 to 31st March 2022, with an extension period of 2 years and a break clause at year three and to continue all current YCB services whilst increasing support to service users to move towards more independent living and to participate in the workplace, subject to consultation. Feedback on the consultation was subsequently presented to the Adults and Safeguarding Committee in November along with the Equalities Impact Assessment

The table below shows the YCB savings proposals that were agreed by the Adults and Safeguarding Committee¹.

¹ Hyperlink to ASG decision

BILS and Community Space – Savings				
	17/18	18/19	19/20	20/21
Savings due to increased independence	£149,045	£166,660	£89,019	£30,429
Savings due to travel training	£24,500	£24,500	£24,500	£24,500
Savings due to YCB efficiencies enabling a reduction in the hourly rate				£75,285
Total saving between 2017-2021				£608,438
<p>Commentary and context BILS was originally set up to support people who have become disabled due to an accident or illness to rehabilitate and regain the independence that they had lost due to their disability. The service is very small supporting around 20 people and has become, by default, primarily a networking service which provides an excellent safety net for people who would otherwise be socially isolated.</p> <p>CommunitySpace is a day service offering support for adults with a wide range of learning disabilities supporting people to access community based activities in a safe and supportive way.</p> <p>Most of the savings for BILS and Community Space will come from supporting people differently as they gain independence and have made changes they have wished to make in their lives. Eligible needs will continue to be met.</p> <p>During the final year (20/21) YCB will secure efficiencies within all the services through greater use of technology and its terms and conditions company TBG Flex. This will ensure that the hourly rate which YCB charges to the Council for these services can be reduced leading to a further saving.</p>				

Flower Lane – Savings				
	17/18	18/19	19/20	20/21
Savings due to increased independence	£13,893	£45,650	£39,696	£37,711
Savings due to travel training and PA support		£10,400	£10,400	£10,400
Savings due to YCB efficiencies enabling a reduction in the daily rate				£85,865
Total saving between 2017-2021				£254,015
<p>Commentary and context Flower Lane is a specialist service which provides support to adults who have autism; there are a range of activities that people are encouraged to take part in, these are both within the building and out in the community. The people who attend Flower Lane have a structured daily routine which supports people to understand how their behaviours could impact on others and there is an emphasis on social interaction and positive behaviour support which are vital to ensuring the successful outcomes that have been achieved with individuals are sustained.</p> <p>As with BILS and Community Space, there are some people who use Flower Lane</p>				

who could be supported to access the community with support through the YCB Personal Assistant service. This will mean that they no longer need to access the building on a full day basis and the daily rate will not be charged.

By 20/21 the daily rate charged for this service will reduce and this will further contribute towards the efficiency savings.

Rosa Morison Day Service – Savings

	17/18	18/19	19/20	20/21
Savings due to YCB efficiencies enabling a reduction in the daily rate				£97,902
Total saving between 2017-2021				£97,902

Commentary and context

Rosa Morison is a specialist day service for adults with profound and multiple learning and physical disabilities (PMLD) who also have additional complex health needs. The service provides intensive support to meet the needs of individuals within a purpose-built environment using specialist equipment. Through multi-disciplinary assessments, individual targets are devised to develop therapeutic programmes. Activities are selected and adapted to maximise individual's participation by a team who are trained in the use of therapeutic activities and approaches including intensive interaction. Specialist equipment such as Eye Gaze, Switches, Opti-music and multi-sensory equipment are used to empower and maximise engagement.

Rosa Morison Day Service will be able to contribute towards the efficiency savings in 2020/21 by reducing the daily rate.

Supported Living – Savings

	17/18	18/19	19/20	20/21
Savings due to increased independence	£20,297	£59,794	£36,194	£6,914
Savings for ASC from high cost services	£72,000	£36,000	£27,000	
Total saving between 2017-2021				£258,199

Commentary and context

The Supported Living service provides 24-hour support in groups of flats within the Borough, supporting people to successfully manage their tenancies and other areas of daily living. The service supports people to ensure that they are not socially isolated and encourages managed risk taking. The supported living service is regulated by the Care Quality Commission (CQC), and on last inspection received an overall rating of 'good'.

The savings in the table above reflect appropriate levels of support for people who have moved on and have assumed a £9,000 saving to ASC for each person moving into the vacancies into supported living from higher support services such as residential, out of borough or hospital settings. These savings will be realised from the adult social care placements budget.

3. Implementation

The approach to the transformation of the YCB services has been to work within a programme of projects sponsored by the Director of Care and Support and managed by the service managers. During 2016/17 the projects have concentrated on developing new models of working in the areas detailed above. Detail of these models is described in the body of this report.

Service managers were all involved in the challenge process as this ensured buy-in from the start and meant that they were able to communicate the vision for their service to the people they support and their families. They have been responsible for ensuring that their teams understand what the service aims are and that the culture of transformation is embedded.

A priority has been to provide continuity of care and support for the people supported who have not yet wished to take up new services. The satisfaction survey results detailed in the appendix show that this has been successfully achieved.

In addition to this YCB has been developing the personal assistant service (PA Choices) which was contracted by the Council from April 2016 for 2 years. It has also set up a new service, Your Choice Enablement, from December 2016, both services represent growth to the organisation and YCB are increasing the capacity of both services to meet the demand from the Council.

The risks related to making efficiency savings are managed closely. The accounts for 16/17 show the success in this area, the loan repayment of £150k to Barnet Homes was made as planned and the year-end shows a small surplus of £114k.

YCB has continued to recruit high quality team members and has increased staff levels within the core services from 105 in March 2016 to 130 in March 2017. YCB has continued to meet its commitment to ensure that all employees are paid at least the London Living Wage.

4. Progress during 2016/17 - Service Transformation

4.1. BILS and CommunitySpace

Employment Pathway

The service has established an Employment Pathway Team (EPT). The team have had specialist training and follow the British Association Supported Employment (BASE) method. Achievements, so far, include:

- **Customer Engagement** – The team is working with 22 people who have all indicated that they want to find paid employment.

- **Vocational Profiling** – The team have completed profiles with all 22 people and their support networks, developing an understanding of their aspirations, skills, past experiences and interests.
- **Job Finding** – The team has supported 10 individuals into employment and a further 8 people have volunteering roles.
- **Employer Engagement** – The team has developed positive relationships with many local employers including Barnet Homes, Morrisons, Norwood, the Harington scheme and many small independent employers.
- **In-Work Support** – Dedicated job coaches within the employment team provide in-work support to people for an agreed period.

Intervention and Prevention Team - BILS and CommunitySpace

The service has also developed an Intervention and Prevention Team, who currently sit within the employment team; this will separate and become a dedicated team when capacity requires it. The objectives of this service are to:

- Implement strategies to prevent the breakdown of established employment arrangements for people who have disabilities.
- Establish and sustain positive working relationships with employers, maintaining contact at appropriate intervals.
- Establish and sustain positive relationships with individuals' families or wider networks of support, and access to community resources maintaining contact where appropriate.
- Provide a rapid response service where an individual's employment may be at risk to provide support to the employee and/or the employer.

The services have become more focussed on supporting people with an enablement culture embedded within the staff team, people are actively working towards accessing more activities with less formal paid support. The community support team are identifying sustainable community based activities and making links with individuals within those groups who are willing and able to become a link person for the Intervention and Prevention Team.

The team has been working with people to increase their independence when travelling on public transport; the team have had additional training to support this process, including positive risk management. Fifteen people are now traveling to and from their community based activities independently.

4.1.1 What does success look like?

Compliment received from a family member – used with permission

[We] just want to say thank you very much for the support you have provided to X in securing a part time job gardening and more recently, in helping us with the extremely detailed information required by the Access to Work adviser in a tight deadline.

You have inspired confidence and hope for X from the moment he met you. We both felt the same, too. You have gone over and above your call of duty to get to know him better, create and design a work plan around him in a person-centred approach, so that X continues to do gardening work despite informing us from the outset that it is not your area of knowledge or strength.

For the first time yesterday, X on his own volition, joyfully showed us photographs of the work he has accomplished. He is so proud of how he's helping to visibly improve the garden area. He was also delighted to see his first pay check when he saw it in his bank statement a couple of days ago.

You have not only supported X but along the way, you have also been able to help his friend who was looking for an opportunity of gardening employment. It is such a bonus that the two friends are working together to complement each other's skills.

We cannot but highly commend you for your enthusiasm, energy, openness and creativeness in the support you have demonstrated to us and X. We hope to continue to count on you when X moves on to the next exciting phase of his life - leaving home to his new flat!

4.1.2 What has not gone as planned?

The service has not established regular connections with the 0-25 service, which has meant fewer referrals than were hoped for. Now that they have some successes to showcase the plan is for the co-ordinator to attend their team meeting with the Service User Champion to discuss how the team can provide support through the employment pathway for younger people leaving school or college.

4.1.3 Satisfaction

There was a 63% response rate for the 2016/17 Satisfaction Survey, with **91%** of the respondents stating that they were satisfied with the service provided.

4.1.4 Efficiency

Twelve people who use the BILS and CommunitySpace service have had a reduction in their formal paid support, this is due to supporting people differently as they gained independence and changes they have wished to make in their lives. Eligible needs will continue to be met and a new support package has been agreed at their review.

The cost savings in 2016/17 is £49,471 at the end of March '17, as the savings have been achieved during the year and assuming that they will continue for a full 12 months there is likely to be a further saving of £75,135 in 2017/18 making a full year saving of £124,605. The challenge commitment for savings in these services in 2017/18 is a saving of £173,545 so this is on target to be achieved.

4.2. Flower Lane

Outreach Service

The team has created an outreach service for Flower Lane, whereby current people are supported to access the community without coming to the Flower Lane building. The outreach team supports up to 8 people on any given day.

Previously people were meeting at Flower Lane in the morning going to an activity, coming back for lunch and then going out again in the afternoon or staying in the building for an activity, everybody would then come back into the building to wait for their transport home.

Now, a small group of people meet at a pre-agreed meeting place in the community; for example, three people meet at the gym on a Monday morning, have their gym session and then go onto the community centre where they meet up with another group who have accessed a different activity, the group then splits again for their afternoon activities.

There was some caution to begin with from family members who were concerned that their relative may 'lose' their place at Flower Lane and parents were reassured that this was not the case and that their relative will still have support from the team. It was agreed with all family members that this was a pilot, it was also agreed that if the outcomes for the individual were not positive and that they were becoming anxious the individual would revert to the building based service.

The outreach service started up gradually with just one day a week to begin with, after four weeks the days increased to two for some of the people etc. There have been no drop-outs for this service and people are being supported to gain confidence and independence. All the service users are still receiving paid support and the next steps will be to gradually reduce this in a safe way as people become more independent doing the activities they wish. All eligible needs will continue to be met. One family member who was particularly anxious has reported back that their son seems happier and calmer since accessing the outreach service and they are very happy with the service he now receives.

4.2.1 What does success look like?

One of the people that Flower Lane had been supporting is now in paid employment, he works for 8 hours a week as a self-advocate supporting other people with learning disabilities to have more choice and control over the services they receive. He also has two other voluntary roles, one in a charity shop and helping in a school at lunchtimes. He no longer comes to Flower Lane other than to pop in for a cup of tea now and then.

4.2.2 What has not gone as planned?

Additional support was needed for family members who were initially very anxious about the outreach service. The fact that families have established trusted relationships with the team at Flower Lane has meant that this did not become a significant issue.

4.2.3 Satisfaction

There was a 46% response rate for the 2016/17 Satisfaction Survey, with **89%** of the respondents stating that they were satisfied with the service provided.

4.2.4 Efficiency

The cost saving in 2016/17 is £3,739 at the end of March '16, as the savings have been achieved during the year and assuming that they will continue for a full 12 months there is likely to be a further saving of £2,153 in 2017/18 making a full year saving of £5,892. The challenge commitment for saving in this service in 2017/18 is a saving of £13,893 so this target should be achieved.

4.3. Rosa Morison

There were no planned changes or efficiencies for Rosa Morison in 17/18, however, some service efficiencies have been made, enabling a small saving in 2016/17.

4.3.1 Satisfaction

There was a 57% response rate for the 2016/17 Satisfaction Survey, with **85%** of the respondents stating that they were satisfied with the service provided.

4.3.2 Efficiency

The cost saving in 2016/17 is £2,925 at the end of March '16, as the savings have been achieved during the year and assuming that they will continue for a full 12 months there is likely to be a further saving of £8,775 in 2017/18 making a full year saving of £11,700.

4.4. Transition to Independent Living -Supported Living

The transformation plan for the supported living service is to enable people to increase their independence, in line with their personal goals, and support them to move into general needs housing.

More people who have complex needs are wanting to move into supported living. To ensure this could happen in a planned and safe way the existing staff teams were provided with PROACT-SCIP® training and the Positive Behaviour Support Coordinator spent time in each of their team meetings discussing issues and concerns, the teams were recruited to, to ensure that there was a reduced level of agency workers.

Work with 3 people who had already expressed a wish to live more independently was undertaken and 1 person has moved into their own flat, a new-build property that Barnet Homes manages for the Council.

4.4.1 What does success look like?

The service has enabled an individual to move from a secure hospital to their own home, closer to their family and the individual is growing in confidence and is accessing the community with staff support.

4.4.2 What has not gone as planned?

The services had hoped to provide supported living as an option for step-down from residential services; however there have not been any referrals of this type.

4.4.3 Satisfaction

There was a 41% response rate for the 2016/17 Satisfaction Survey, with **83%** of the respondents stating that they were satisfied with the service provided.

4.4.4 Efficiency

There was no cost saving in 2016/17 for the supported living service. The challenge commitment for the service in 2017/18 is £20,297 and for ASC is £72,000 for people who move on from residential care into supported living.

4.5. Integration of the housing and support offer

A programme of work was established to put in place a housing offer that could respond to the specific needs of adult social care clients and ensure that the Barnet Group partnerships with social and private landlords could be utilised to the benefit of adult social care clients.

- A **Housing Oversight Panel** was established co-chaired by Barnet Homes and Adult Social Care with the purpose of identifying blockages or concerns in how housing need is met for Adult Social Care clients, making recommendations on nomination agreements, reviewing financial benefits achieved through the adaptations and DFG services and reviewing individual cases to secure a sustainable solution.
- **Housing Brokerage Officer** post; this role provides the link between people who are vulnerable and in need of housing, the housing team and the support team. Social workers can make a referral for housing through the Housing Oversight Panel, and the brokerage officer will work with the individual, their support and housing to ensure positive outcomes. The post has been effective at case searching and putting in place actions that have reduced the risk of homelessness leading to a placement in residential care. This post has been funded for an initial one year pilot through public health funding.
- **Enhanced Adaptation Service:** a pilot service was established to test whether additional capital funds could be deployed to undertake larger scale adaptations to Barnet Homes Housing stock that would enable an individual to be discharged from hospital or avoid an admission to residential care. An additional benefit of the scheme has been to increase the supply of specialist adapted housing available with the Barnet Homes stock.
- **Bespoke accommodation:** working with Your Choice Barnet and Adult Social Care. A hospital step down patient with complex needs was provided with bespoke accommodation that reflected their specific needs and enabled a successful transition into their own home. Another new build property has been let to enable step down of one support living service user into their own flat.

4.5.1 What does success look like?

In 2016/17, we reduced ASC costs by c£90,000 as a result of stepping down clients who were ready for more independent living from residential and supported living accommodation. In addition to this, we also avoided an additional spend of c£77,000 through early preventative work, reducing the likelihood of vulnerable clients needing to access other or additional ASC services by re-housing them via the integrated housing pathway. In 2016/17, we carried out major adaptations to 6 Council properties to meet the needs of a wheelchair user, all of which have been let to ASC clients who have either stepped down from or avoided unnecessary residential or supported living. These clients are settled and happy in their homes being able to live more independently and with choice and control. The development of the integrated housing pathway, brokerage service and additional adaptation funding

has seen closer partnership working between ASC and housing, thereby promoting greater levels of cohesion and stronger working relationships.

4.5.2 What has not gone as planned?

The Brokerage service was not fully operational until February 2017, due to recruitment issues. Awareness of the integrated housing pathway, brokerage service and additional adaptation funding has been inconsistent resulting in a lower than anticipated level of referrals. However, successful staff briefings have been delivered supported by respective senior management teams to address this. Some of the processes associated with this work continue to streamline, including the referral and adaptation process.

4.5.3 Efficiency

There are strict timescales associated with the integrated housing pathway to ensure people who wish to move-on are re-housed in a timely manner. Where it is identified that an individual residing in residential or supported accommodation or is at risk of assessing such a placement, it is extremely important that these clients are prioritised for re-housing due to the financial pressure it places on ASC as well as ensuring that we are promoting and increasing the independence of the individual. Having a dedicated Vulnerable Adults Assessment Officer and Brokerage Officer ensures that the re-housing process is efficient and effective, re-housing people in a timely manner, to suitable and sustainable accommodation. The average time to re-house people who wish to move-on in 2016/17 was 16.5 weeks.

5. Summary

During 2016/17 YCB developed the models of support for the transformation of some services, to prove the concepts, the services identified some 'quick wins' and set out to work with those individuals who wished to have greater control over what they do. There have been efficiency savings because of this work which are summarised in the table below.

Satisfaction with the service provision remains high and as the table below shows 28 people already have improved outcomes with a reduced or different service.

	In year	Into 17/18	Full year	Challenge Commitment 17/18	No of people with positive outcomes	% of people, highly satisfied or satisfied
BILS & CS	£49,471	£75,134	£124,605	£173,545	16	91%
FL	£3,739	£2,153	£5,892	£13,893	8	89%
RM	£2,925	£8,775	£11,700	£0	1	85%
SL	£0	£0	£0	£20,297	3	83%
SL-ASC	£0	£0	£0	£72,000		
	£56,135		£142,197	£279,735		

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September 2017